



ICI MAGAZINE

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Juliet Horrocks Harry Hutchison Gordon Kenderdine John Lush Anthony Parker Jim Thurlby

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Gordon Kenderdine, president of ICI (Japan) Ltd., was born in Japan and has spent most of his life in the East. Educated mainly in North China, he worked before the last war in Japan for the British Metal Corporation and subsequently served with the Indian Army in India and Burma. He joined ICI in 1947 and spent four years in Indonesia before returning to Japan. He is married with three daughters, and for recreation enjoys sailing, fishing and swimming.

John Lush is internal auditor of Imperial Chemical Industries of Australia and New Zealand Ltd. and secretary of the ICIANZ Decimal Currency Committee, formed in February 1965 preparatory to the introduction of decimal currency into Australia in February 1966. He joined ICIANZ in 1940 and has held a number of appointments, including Accountant for Plastics and Fabrics Divisions and Investments Manager, Secretary and a Trustee of the ICIANZ Staff Pension Fund. During World War II he served with the Australian Army in Darwin, Morotai and Labuan.

Anthony Parker is a letterpress printer by trade and served his apprenticeship with the Buxton Press. In July of this year he joined the 'Vymura' Department of ICI (Hyde), where he is learning gravure printing. His interests outside work include writing, reading law, do-it-yourself and watching Liverpool F.C.

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Jim Thurlby has been Assistant Press Officer of ICI for the past 7 years and takes over in the New Year as Press Officer. Before joining ICI in 1954 he was in journalism with Yorkshire newspapers and for six years with the *Irish Times* in Dublin, where he also studied philosophy at Trinity College. Outside interests include being honorary press officer for the Sue Ryder Forgotten Allies Trust.

FRONT COVER: Tokyo. (By kind permission of the "Oriental Economist")

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DYNAMIC JAPAN by G. R. Kenderdine



Monorail to Tokyo Airport crossing an overhead expressway junction

PERHAPS one's first impression of Japan is of people. Crowds everywhere. Congestion on every street: on trains, trams, buses, in restaurants, in the parks, in fact wherever it is possible for people to work and live. It is a country of contrasts. The ancient temples, lovely girls in kimono, cherry blossom, dazzling autumn colours and misty mountain landscapes are all there; so are the magnificent ski slopes, long sandy beaches and hundreds of pine-covered islands dotting the sheltered bays. All this can be entrancing, particularly for the visitor with time on his hands, but it should not be allowed to obscure the fact that close on one hundred million people live, indeed are determined to live well and

prosper, on islands which, for all their attractions, offer little in the way of natural wealth.

Geographically, Japan is a chain of volcanic islands, the main one, Honshu, being slightly larger than England Scotland and Wales combined. It consists of a spine of magnificent mountains surrounded by a narrow fringe of arable land. Even with extensive terracing only 16% will grow crops, so land is precious. In fact, land in Tokyo is more expensive than in central London or Manhattan.

Here, alongside the remains of a feudal state which deliberately isolated itself from the rest of the world for 200 years, we find the most industrialised civilisa-

tion in the Far East—in recent years the fastest growing of any of the world's industrial powers.

With a population of 96 million to feed and clothe, an acute land shortage and very little in the way of raw materials, Japanese industry has had to take its role seriously. It has adopted the most modern processes it could find, and works these as efficiently as it knows how. The extent of Japan's success has now been widely publicised, but not everyone knows that, in addition to being by far the biggest shipbuilder in the world, Japan ranks second after the USA in the manufacture of commercial vehicles, ethylene, synthetic fibres, PVC, methyl methacrylate, and electronic computers. Japan's oil



Left: Mishima polyester fibre plant of Toyo Rayon at the foot of Mount Fuji

Right: Fitting a turbine motor in one of Hitachi's workshops

Below: View from one of the Tokyo office windows across a corner of the Imperial Palace grounds with the Diet (Parliament) building in the middle distance

Bottom: Temple gate near Kyoto



refining capacity comes third after the USA and the USSR, and in steel production she comes jointly third with West Germany.

Post-war American aid must be given credit for the way it helped Japan to regain its feet; but to anyone who saw the country in 1945/46, with its cities burned out and its people starved and bitterly disillusioned, it is obvious that the country's resurgence owes more to them, and to their spirit and determination, than to outside aid, generous though it was. Perhaps Japan benefited from the very magnitude of her defeat. There was little false pride to stand in the way of logical thought; the alternatives were clear—hunger, or the building of an industrial economy which could provide for the needs of 100 million people. There were virtually no old factories to obscure the need for the best plant and equipment which could be

bought or designed. There were few established but outdated standards of efficiency to hide the fact that only by hard work and dedication to the job could the nation provide a decent life for its people and stand on its own feet. Twenty years of hard work lay ahead, and there were few shirkers.

Today, as I have said, Japan is well on the way to achieving what it set out to do. No longer does it subsist on exports of low-priced, low-quality products based on cheap labour—Japanese cameras and electronic equipment are recognised as being among the best extant. Its chemical and heavy engineering industries are ranked with those of the top three or four countries of the world. As I write this, the newspaper on my desk carries photographs of the launching of the 150,000-ton, *Tokyo Maru*, soon to be followed by a

200,000-tonner! As the world's biggest crude oil importer, Japan needs big tankers. She builds them!

Of course, all this has not been achieved without setbacks. Risks had to be taken and mistakes were made. Not everything could be modernised, rebuilt and expanded at the same time, and there still remains a lot to be done in the field of urban sanitation, air pollution and effluent control, modernisation of secondary roadways and harbours, and, in a different field, the elimination of some of the more glaring malpractices in local government and political financing. What is impressive, however, is that these deficiencies are acknowledged and something is being done about every one of them.

What, then, is ICI doing in this up and coming country? Brunner Mond & Co, first established a branch in Japan in 1920. Those were the days when we sold

fertilizers and alkalis in quantity and did an interesting miscellaneous chemicals business in addition. Communications with Europe were slow, and the Far Eastern companies were merchanting organisations, of a very independent character.

The first major change was brought about by the great earthquake of 1923, when the Yokohama office was completely destroyed, with the loss of more than half the staff. The branch was never re-established, but instead another was opened, for the first time, in Tokyo, where we now have our headquarters.

The Company's activities ceased on the outbreak of the Pacific War, during which the old headquarters, Crescent Building in Kobe, was bombed and gutted. A form of trading office was reopened in Tokyo in 1947 under the Occupation regulations, but it was not until July 1950 that normal



trading could begin again, controlled at first from a hotel bedroom refitted as an office!

Gradually, with the return of the Kobe property and its rehabilitation, the business was built up again, and in January 1952 the name of the company was changed to Imperial Chemical Industries (Japan) Ltd. This really heralded the new role which the company was destined to fulfil in a Japan vastly different from that in which it started its operation in 1920.

Modern sophisticated chemicals were wanted, and it was Dyestuffs Division which first recognised that a new selling approach was needed. Gone were the days when it was enough to merchant the technically simple products which could be stocked in Company or agents' warehouses and sold with very little technical backing. A new approach was needed and this called for technically trained men and the backing of laboratory facilities and frequent technical service visits from home.

The pattern set by Dyestuffs Division, modified as necessary, is being followed by other Divisions of ICI, and has been commented on favourably by visiting British Company officials and the very efficient commercial personnel attached to the British Embassy in Tokyo. British exporters on the whole have not done spectacularly well in Japan, but we can show that, once the potential of the market has been assessed and found worth while, a determined and carefully planned attack on it will bring its rewards. A half-hearted approach to the problem, without personal commitment, has been proved time and again to ensure failure.

Today the company has a turnover of approximately £5,000,000—not a particularly high figure, but most of it comes from the more sophisticated end of the

ICI spectrum, dyes, pharmaceuticals, speciality petrochemical products, catalysts and the like. While the import business continues to grow, we have a small but rapidly expanding export business supplying ICI at home, and many of the overseas companies, with Japanese products, particularly chemicals, which they themselves need.

The responsibilities of the company cover more than trading. As ICI's representatives in Japan we have a role to fulfil in maintaining contact with the big Japanese chemical producers, reporting back to ICI on developments in Japan, and assisting in any discussions with Japanese companies on the licensing of processes and patents in either direction.

ICI now has some twenty-five licensees in Japan, making everything from 'Terylene' type polyester fibres to die face cutters for use in plastics production. The rights to this know-how and the patents which go with it are sold on a strictly commercial basis, but it is gratifying to find that each sale brings us new friends and brings us as a company in closer contact with Japanese industry.

This contact is important, not only from the point of view of extending our range of customers and expanding sales, but in enabling us to assess the extent of the competition ICI will have to face in its export markets—and there is no question about it, this competition will grow. There are still a number of markets where Britain has a natural advantage, but these are growing fewer, and in the long term it must be the most efficient producer with the best marketing organisation who gets the biggest slice of the cake. To work in Japan is to feel all around oneself a dynamic spirit of adventure, a vitality and determination to succeed which are at once a spur and a challenge.

A dusk view of the Idemitsu refinery at Chiba with Mount Fuji in the background

Far left: Portable shrine being sent out to bless the fishing fleet. It is carried in a decorated fishing boat with the priest standing in the bows



Changing pattern in **FIBRES**

On 1st January 1965 ICI Fibres Limited came into being and for all practical purposes British Nylon Spinners and the Fibres Division of ICI ceased to exist. To those in the business the significance of this change has been overriding. To those outside, whether in other parts of ICI or in the textile industry, the impact will have been less, apart perhaps from the appearance of the name of the new company on its notepaper, on the labels, and in its advertising both of products and for staff. The editor, therefore, visited Dr. E. B. Abbot, Managing Director of the new company, to ask about the effect of the integration of two large and prosperous organisations upon the policy, the operation, and last but by no means least, upon the people on whom it depends for its continued prosperity.



DR. ABBOT

EDITOR: *What will be the effect of the merger on competition between nylon and 'Terylene'?*

DR. ABBOT: For the last ten years 'Terylene' and nylon have competed with each other in many parts of the textile industry of the UK. On the one hand, for men's suitings, for example, 'Terylene' fibre has proved preferable to nylon for blending with wool on the worsted system; on the other hand, nylon yarn has captured the ladies' stocking market without serious opposition from other synthetics. Between these two extremes, however, lie numerous uses for which both fibres are technically more or less suitable, and where the success of one or the other has been due primarily to commercial factors, such as pricing policy and promotional effort. There is no doubt that this competition has been healthy and has been beneficial both to the producers and to the consumer, and in an isolated economy one might feel apprehensive lest such competition might now disappear. It must be remembered, however, that there are already three other companies in the UK either producing nylon or preparing to do so, and that with the expiration of the basic 'Terylene' patents, other companies are now free to manufacture polyester and are making preparation to do so. Synthetic fibres and products made from them are also being imported into the UK from overseas, so that if ICI should fail to promote the use of one or other fibre in any particular application for which it was suitable there is no doubt that another manufacturer would very quickly step in.

EDITOR: *What commercial advantages do you expect as a result of the integration?*

DR. ABBOT: There are, of course, advantages at home in being able to integrate the selling organisations of the two parts of the new company, not only enabling ICI to streamline its selling organisation but also enabling the customers to deal with one organisation instead of two, and to receive technical service on both from the same people. The advantage overseas, however, is very much greater, since the

costs of selling are higher due to the maintenance of agencies and the time involved in making technical service visits. Even more evident are the advantages to our overseas manufacturing enterprises, in fact these are so great that even before the integration of BNS and the Fibres Division the polyamide and polyester interests of ICI had been integrated both in Australia and in the US. In Australia, Fibremakers Ltd. was built on the foundations of British Nylon Spinners (Australia) Pty. Ltd. and now also manufactures 'Terylene,' whereas in the US Fiber Industries Inc., initially formed to manufacture polyester (under the name 'Fortrel'), now also manufactures nylon. The new organisation will facilitate such steps in the future, and it is likely that 'Terylene' manufacture will be added to the existing nylon organisations in Germany, South Africa, and possibly New Zealand, while nylon may be added to the polyester company in India (CAFI) and possibly in Portugal.

EDITOR: *What about the technical side of the business?*

DR. ABBOT: It is too early to see just what effect the formation of the new company will have on the purely technical aspects. This cannot be expected to be dramatic, because there has been for some time an exchange of technical know-how on the manufacturing techniques involved, and the formal integration does not, therefore, suddenly throw into the pool a wealth of technical information of which either party was completely unaware. There is no doubt, however, that with time the design and manufacturing organisations will grow into one, and it is to be hoped that this will enable the better details of both processes to be perpetuated to the benefit of the other. The advantages may well be greater in the research stage, where in the past there has been an exchange of information on processes which have been developed but not on original thinking. Those responsible for the creative thinking in the Research and Textile Development Departments can now formulate their ideas in terms of a free choice between the use of nylon and 'Terylene' (or indeed of polypropylene), whereas previously they were required to channel their thoughts towards the particular fibre with which they happened to be associated. In the ultimate, this may even lead to the development of intimate



Carpet-making in the Textile Development Laboratories, Pontypool



Nylon Works, Pontypool, formerly the headquarters of BNS, set in the rolling countryside of Monmouthshire



One of the features of ICI Fibres Limited stand at the National Association of Outfitters Exhibition, Harrogate, October 1965



Textile Development Department and the Administration Buildings seen across the formal gardens from the Research block of ICI Fibres Limited, Harrogate



Daily flights are operated by charter aircraft to ferry ICI (Fibres) staff between Harrogate, Pontypool and Gloucester

mixtures of the fibres, either in the form of yarn some of whose filaments are of one fibre and some of the other, or even in which the two polymers are mixed in the melt. These concepts open up a whole new field of technology which is only now beginning to be explored.

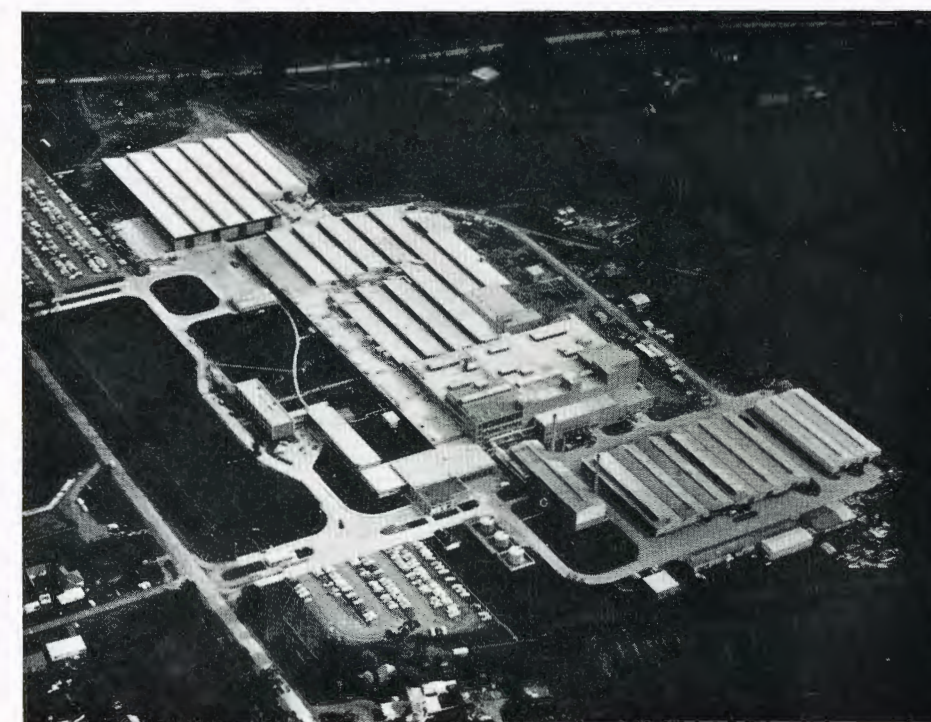
EDITOR: *Undoubtedly the greatest interest will be centred on the effect of these changes on the people themselves. Can you say anything about this aspect?*

DR. ABBOT: The employees of the two parts of the new company have already been assured that financially they will not suffer as a result of the merger. In respect of job scope, job responsibility and job title there will be many changes, and changes of location too. The majority of the new company's employees are in the five works at Doncaster, Gloucester, Kilroot, Pontypool and Wilton, and in the nature of things their job will undergo no

special change. Research and Textile Development will continue at the two main sites of Harrogate and Pontypool, and the pace of integration on a multi-fibre basis will be steady rather than spectacular. It is in the commercial area of sales and marketing that the scope and responsibility of jobs are changing most. Both in the UK and in all the export market areas the Company will be operating on a fully integrated multi-fibre basis by January 1966. Integration and concentration will produce many changes in headquarters organisation. It has already been announced that the headquarters of the new company will be at Harrogate, and this necessarily means that the senior personnel who control the policy will be located there, but it does not mean that all those whose work can be described as a headquarters activity need be concentrated, in fact it is the company's intention to continue to make the fullest possible use of the facilities already established at Pontypool. This includes the workshops, offices and, most important of all, the large numbers of employees whom it would be quite inappropriate to attempt to transfer to Harrogate.

EDITOR: *This splitting of the Research and Textile Development Departments and the retention of certain other units at Pontypool must have disadvantages. How is the effect of these being minimised?*

DR. ABBOT: Among the reasons for choosing Harrogate as the company's headquarters were its location close to the textile industry and its excellent communications by air, road and rail with most parts of the UK and with Europe. Unfortunately travel is not so easy between Pontypool and Harrogate, the journey taking about six hours by car or train. In order to reduce the time spent on travelling and the number of nights personnel have to spend away from home, the company has chartered the services of an air taxi by means of which staff move rapidly between Harrogate and Gloucester, where Staverton Airport becomes the half-way house on the journey, as another 1½ hours must be spent on the road to reach Pontypool. Even with this handicap the journey is reduced to three hours. If Gloucester is made the meeting point, a fairly full day's work can be enjoyed, and even if one party must make the full journey there is still enough time at the other site to make a day trip worth while.



Bayswater, Australia, where for the first time both 'Terylene' and nylon were produced on the same site

It is to be hoped that the considerable concentration of industry in the Newport/Pontypool area will in due course lead to the construction there of a serviceable airport, which would be of considerable benefit to our company. Not all communications of course involve the bodily transfer of people, and much is being achieved by the use of private telephone lines, and much more will be achieved in the future with permanent links between computer units on the two sites.

EDITOR: *Will you establish uniform conditions of employment throughout the new Company?*

DR. ABBOT: The actual conditions of employment for each individual are a personal matter, and all personnel are kept advised as progress is made towards integration of the company. This is really a matter that concerns the former employees of BNS, who now find themselves the employees of ICI, whose conditions of employment they will in due course be offered. This may sound simple, but in practice BNS, which was a large and prosperous organisation in its own right, had built up its own set of employment conditions, which by and large were neither better nor worse than those in ICI, but there were of course a number of differences, differences which affect

different individuals in different ways, and it is the company's concern to look after the interests of each individual or group of individuals which is taking the time. In order to avoid undue complication the company has decided for the time being to maintain unchanged the BNS pension schemes. The members of BNS also enjoyed in the past a profit-sharing scheme. In the future, of course, there will be no identifiable BNS profits, but it is expected that the former members of BNS will find participation in the ICI Profit Sharing Scheme rewarding.

EDITOR: *As a final question, what do you regard as the key to the success of the new company?*

DR. ABBOT: The greatest problem facing us all is to think and work as one company. The two component parts of our company each had an identity of purpose and a spirit of loyalty and adventure which had grown out of their very great success. Their identities have been destroyed, and our job is to carry forward the loyalty and enthusiasm of the people who comprised them so that the new organisation has all the vigour of its components. We must build a synthetic fibre complex in the UK which can compete in both size and efficiency with major competitors in the US, Europe and Japan.

Mr. Rowland Wright of Agricultural Division

As the Magazine goes to press comes the announcement that Mr. Rowland Wright and his erstwhile colleague in Dyestuffs Division, Mr. John Rose, now Chairman of Paints Division, will join the Main Board of ICI on New Year's Day.

At the age of twelve Rowland Wright went with his parents from his birthplace, Northampton, to Nottingham. In due course he found himself at Nottingham University, where he obtained his degree in Chemistry. Direct from the university he went to the Grangemouth Works of Dyestuffs Division. His appointment—from university straight to a works—was for Dyestuffs something of an innovation. In his own words, he was a guinea-pig. The experiment in his case proved successful and after a year, in which he used his hands as well as his talents, he found himself, just as the war clouds of the second world conflict broke, transferred to Blackley. He was made a plant chemist there. But something of that first originality of appointment seems to have stayed with him, and the unexpected, or the unusual, has turned up more than once in his career and may have played a part in shaping that side of his character which responds wholeheartedly to the new and the challenging.

All in all, he worked in Dyestuffs Division for 24 years. One might have expected that he would remain there. Then the unforeseen intervened. First, Rowland Wright, who had become Dyestuffs Division's Production Director, swapped jobs with John Rose (now Chairman of Paints Division) who was then the Division's Research Director. Each knew but little of the intricacies of the other's occupation. Each had, however, the character which is not dismayed by the unfamiliar. The change-over was patently devised in order to give ventilation to two departments long established in their courses. Once again the experiment paid off. Next, and to his own great surprise, in 1961 Mr. Wright was asked to transfer himself to another Division—to Billingham, in fact—to become a Joint

Managing Director. In 1964 he succeeded to the Division chairmanship.

The surprise was not in the circumstances unnatural. Billingham—or Agricultural Division as it was soon to become—was of all the Divisions the one which he personally knew least. In addition, all his experience had been in an organically based sector of the chemical industry; Billingham's activities were strongly inorganically based. Their whole technological basis was therefore unfamiliar.

Furthermore, his new Division was facing a grave situation. Practically its whole existence had been founded on the production of ammonia from coal, and this technology was being increasingly challenged outside these shores by ammonia production based on hydrocarbon feedstocks such as natural gas. Billingham had no ready access to feedstocks of that kind, as it had in the case of coal.

As the great Dr. Johnson observed, the prospect of being hanged wonderfully concentrates a man's mind. The research and technological brains of the Division concentrated their minds to such effect that this highly dangerous corner was turned—by the invention and successful development of the by now renowned steam reforming process, using oil fractions as a feedstock.

But to do so meant rebuilding virtually everything. For someone who has not lived through such an experience—the virtual scrapping of a familiar plant, of an habitual process, of the methods and procedures of a working lifetime—the far-reaching extent of such an upheaval may not be easy to realise. And on no one does the impact of such a testing time in men's lives bear more immediately and continuously than upon the chairman.

Mr. Wright has broad shoulders and an

athletic frame. Like his friend and colleague John Rose, at Paints, he tops six feet two. For someone so clearly energetic, his manner is pleasantly casual and relaxed. There is nothing at all cold about him—he gives an impression of natural friendliness and complete candour. He can be lighthearted, and he displays his old Division's dislike of humbug or long-windedness.

With a speed which he gratefully recognises, Rowland Wright came to feel at home at Billingham. They were all in the same tough spot together and, as he says, although the technological and commercial problems may vary from Division to Division there is within ICI a certain overall affinity which makes its members, be they where they may, congenial towards one another and as though part of a large family.

Although of course he had worked under and with too many Division chairmen not to have his own ideas of what made a good or bad one, Mr. Wright came to his own chairmanship with no preconceived theory of how such a position should be occupied. His first concern was to meet as many of the Division people as he could (he held, for example, a series of informal receptions for managerial staff, meeting about a hundred at a time, and totalling around 900 by the time they were concluded) and to assimilate as much as possible of everything that concerned the Division. His approach to the job was humble, he wanted above all to be helpful to those who in turn would help him. The danger, he feels, in being the top executive of any large concern is that there is a natural tendency to start everything off through him. This is not only wasteful of his effort but also risks that ideas or propositions reach him before they are sufficiently digested.



One of the toughest jobs, he finds, is deciding what issues to hang on to, himself, and what to pass out for others to work on. In a lively concern, particularly one with such world-wide ramifications as Billingham, there is a continuous effervescence of ideas. A good chairman has to give full play to these and yet, somehow, to sort out the promising from the purely speculative. He has to get his priorities right.

Mr. Wright approaches irritation on the subject of paper work. The best ideas, he affirms, are those which can be expressed in the simplest terms. The woollier the notion the longer its memorandum! The amount of paper work a Division chairman is expected to do is daunting.

The concentration of all ICI's agricultural interests in the hands of the Division has rendered Billingham the focus of a global enterprise. Stronger links, so far as the Division was concerned, had to be forged with interests overseas, with Canada for example, and with South Africa, India and Australia, which required changes of organisation and a sustained effort of sheer integration. This has entailed an extension of travelling.

Recently there was a convention in Canada attended by representatives of all ICI's major overseas agricultural interests, where the Company's broad strategic objectives were reviewed. Next year it will probably be held in Australia. Such meetings Mr. Wright believes to be essential if the centralised planning of commercial rivals, and in particular the international oil companies, is not to catch us at a disadvantage.

But despite its name, and despite the vast commercial importance to ICI of its agricultural activities, Mr. Wright is insistent that Billingham is not by any means agriculture alone. Billingham's interest in industrial chemicals and building products is intensive, and Mr. Wright is convinced that they will expand much further. And in this field, too, the story is one of modernisation, fresh capital investment, and a great drive for a larger share of what is likely for many years to be an expanding market. He speaks with pride of the advances being made in the Division's sales of plasterboard, foamed laminates, liquid CO₂, argon and methanol.

But the job to which above all others he has devoted himself since he became

Chairman has been that of communications, the really Herculean task of ensuring, so far as humanly possible, that the 17,000 members of the Division know what is being done and why and how far aims are being realised.

This of course is a continuing task, demanding unceasing vigilance and determination. For Mr. Wright believes that nothing less than the total commitment of the whole Division towards the Division's goals is going to get it where he knows it has to be in these fiercely competitive times—that is to say, as good as or better than the very best of its rivals.

One gets from him the impression of a happy warrior. Not one, by any means, who is unscarred by battle or reckless of the cost, in humanistic terms, of conflict, but one who believes that victory comes to the strong and fearless and is convinced that it is within his Division's reach.

Once a year he holds an all-day meeting between himself, his Board, and his more senior managers, some 250 in all, where he tries to give them a very full picture of what he terms informally "the state of the nation," and at which there is a useful question and answer session. Mr. Wright prepares himself very carefully for this meeting, as he does for the twice-yearly Division Council meetings, where he also displays the overall situation of the Division as fully as he can. The information is not just given for interest—it is given so that people can respond to it appropriately in their individual circumstances.

Agricultural Division will be commissioning something like £30 million of new plant in 1966, proof enough that technology is on the march!

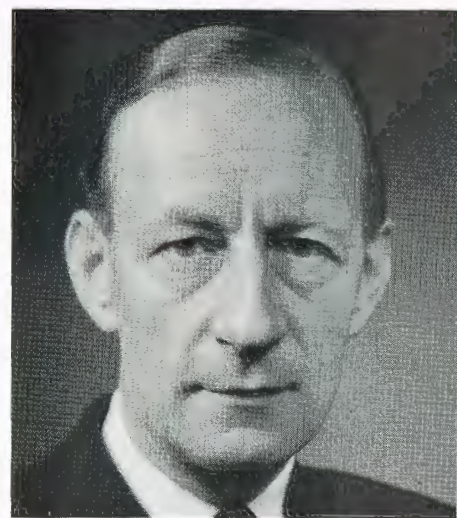
No one could be long in Rowland Wright's presence without perceiving how entirely he identifies himself with his Division's objectives. He will complain, if specifically interrogated, that he has little spare time, that even his Sunday afternoons go in "homework," that he hardly sees his own family and that it is a luxury to have even a single evening at home—but one senses that in reality he would be concerned if it were otherwise. Being the chief executive of a huge Division going through what it would be fair to describe as a technological revolution is bound to call for the utmost in personal effort. But it is precisely the utmost, one senses, which it comes most easily to one of his nature to give.

People & Events

Productivity agreement. Mr. J. Rhodes (second from left), an ICI Personnel Manager, presided at a Press conference at IC House, Millbank, on 19th October held jointly by ICI and the trade unions with whom it negotiates, to announce that representatives of the Company and the unions had approved an agreement on manpower utilisation and payment structure. Also shown are (left to right) Mr. G. Gilbertson, ICI Agricultural Division Personnel Director; Mr. J. Williams, a national officer of the Transport and General Workers' Union, and Mr. R. E. Tallon, a national organiser of the Amalgamated Engineering Union



ICI at Moscow Exhibition. Mr. A. Kosygin, the Russian Prime Minister, and Mr. L. A. Kostandov, Minister of the USSR, Chairman State Committee for the Chemical Industry, visited the ICI stand during a tour of the Moscow Exhibition of Chemistry in Industry, Construction and Agriculture, held from 11th to 26th September. ICI products and processes displayed ranged from catalysts and chlorinated solvents, fibres and fertilizers, petrochemicals and plastics, to colour matching by computer and the steam reforming process for the manufacture of ammonia and town gas.



Dock Labour Board post. Mr. E. T. Grint, who retires at the end of December as General Manager—Personnel, has been appointed to serve as chairman of the National Dock Labour Board in succession to Lord Crook



Macclesfield starts up. Filling and packing in progress in the Packing Hall, one of the departments now in operation at Pharmaceuticals Division's new factory at Macclesfield in Cheshire. The official opening of the factory will take place in the spring



PVC traffic cones on M1. Traffic cones made from 'Corvic,' the PVC manufactured by ICI, have been bought in large quantities by Bedfordshire County Council. They are being used to warn drivers of obstructions, particularly on the M1. The Council chose PVC cones because of their low cost and high reflectivity at night



Board appointments. Lord Beeching (top), Organisation and Services Director since his return to ICI last June, will become an additional Deputy Chairman of ICI on 1st January. On the same date Mr. R. S. Wright (featured on page 192), Agricultural Division Chairman, Mr. J. D. Rose (centre), Paints Division Chairman, and Mr. J. H. Townsend (bottom), General Manager—Control Groups, will join the Main Board. It is also announced that Dr. J. S. Gourlay and Dr. A. Caress will be retiring from the Board in March



A consignment of 'Nitro-Chalk' destined for Messrs. Newman and Clark of Halstead, one of the Agricultural Division's East Anglian agents, being unloaded at Colchester Dock recently. This was the first time that Messrs. Newman and Clark had taken delivery of a complete cargo of fertilizer by boat. For the voyage the hold of the ship, the "Alme," was lined with corrugated paper so that damage to the polythene sacks in transit would be minimal. The photograph was taken by Mr. J. A. Gilmour, an Agricultural Division representative, whose son is seen in the foreground

Dual-purpose screenwash. A dual-purpose screenwash that both cleans and de-ices has been added to Paints Division's 'Belco' car-care products. 'Belco' All Seasons Screenwash, which is completely harmless to paintwork, is packed in a half pint can and the maximum recommended retail selling price is 4s. 9d.



New computer at Billingham. Part of the IBM System 360/Model 30 computer which is now being commissioned at Agricultural Division's headquarters at Billingham. The System 360 is one of the most advanced computer systems in the world and when fully operational will be used on scientific and commercial work previously done on six separate computers. A complementary but more powerful IBM System 360/Model 50, which will more than double the Division's computer capacity, is scheduled for installation in mid-1966



New textile material. Part of the new 'Nufil' plant of ICI Fibres Ltd. at Wilton Works. 'Nufil,' like 'Ulstron,' is made from polypropylene, but unlike 'Ulstron' and other synthetic fibres, which are extruded as filaments, it is produced as a flat tape which is then processed into a fibrous-like yarn. This new process, developed by ICI Fibres Ltd., makes 'Nufil' inexpensive to produce, and it is expected to open up markets previously closed to synthetic fibres because of their price. Uses for 'Nufil' range from mooring ropes to fishnet twine, baler twine and electrical cords



New wallpapers. This nursery wallpaper by ICI, which costs only 6s. 6d. a roll, will give children the opportunity to dream of reindeers and Christmas all the year round. It is just one of many new and exciting designs in the first two-year collection of ICI 'Fortune' wallpapers. The collection comprises 535 different papers, 75 of them "washables" designed specially for kitchens and bathrooms, and prices range from 4s. to £1 a roll



Half-century. Three employees of Mond Division and one from Agricultural Division recently completed 50 years' service. They are (from the top) Mr. J. Featherstone (Heysham Works), Mr. W. L. Keyworth (Buxton Lime Works), Mr. S. Rowe (Weston Point Works) and Mr. P. Shaw (Castner-Kellner Works)



German supplement. The weekly newspaper "Signpost," produced for the nylon employees of ICI Fibres Ltd., included recently a special four-page photo supplement describing the Company's new factory at Oestringen, Germany. Our picture shows three Pontypool employees studying a version of the supplement printed in German, 1500 copies of which were sent to Oestringen for local distribution

RETIREMENT

Dr. J. P. Dickson

Dr. J. P. Dickson, former Regional Manager for Scotland and Northern Ireland, retired on 20th September after 27 years' service with the Company. Dr. H. G. Reid, General Manager—Commercial Services, writes:

Jack Dickson, who retired on 30th September last, had a happy knack of making friends wherever he went, not only with



his own staff but certainly with his customers as well.

After a distinguished career at Edinburgh University, where he obtained an honours degree in science and later his Ph.D., he turned for two years to lecturing in physiology at the Royal (Dick) Veterinary College.

For the five years before his retirement Dr. Dickson was the Regional Manager for Scotland and Northern Ireland, having started work in the Company with the Nobel Division in 1938. Since that time he had held a number of senior posts in Southern Region and at Head Office.

Jack takes a great interest in all sporting events and has always been a good golfer. Ever ready for a "little flutter" at any time—from guessing the number of leaves on a pineapple to predicting the winner of the Derby—history relates that Jack once tossed a customer double or quits with a half-crown over an outstanding claim which was in dispute and when an impasse had been reached. He won both the money and the admiration of the customer, and the half-crown is now suitably framed at Ardeer.

So Jack Dickson leaves us—in the knowledge that his many friends wish him, his wife Anne, and their family all the very best of good things for the future.

OBITUARY

Mr. Clifford Hunter

Mr. C. M. Wright, ICI Personnel Director, writes:

Clifford Hunter's sudden death in his sleep on 21st October came as a great shock to his many friends in the Company, as he had only just returned from a holiday in Austria and was looking very fit when he left the office only a few hours before he died.



Clifford was a Londoner by birth and graduated at the City and Guilds College with first class honours in engineering. After a period at the Royal Ordnance Factory at Woolwich and as a member of the staff at City and Guilds he joined the Alkali Division in 1934. He was engaged on the high-pressure research work on polythene and was a member of the team which built the first experimental plant at Wallerscotte which came into operation on 1st September 1939, the day Hitler marched into Poland.

After the war he was concerned with the design of the first large polythene plant at Wilton and in 1949 went to the north-east coast to build the plant. Two years later he became the first polythene works manager at Wilton, and subsequently he was appointed construction works manager at Wilton. In 1961 he came to London as Head of the Central Safety Department.

I got to know Clifford Hunter well and to appreciate his qualities when I moved to Wilton in 1954, and I saw even more of him in London while he was concerned with safety. To make a success of his job the Head of the Central Safety Department requires endless enthusiasm and belief in his subject and an acceptability by others as a person who understands their problems in addition to his own. Clifford Hunter possessed these qualities and was as well a very cheerful colleague. It is not surprising that he quickly won the respect of Divisions and carried out his task with considerable success. His sudden passing is a sad loss and leaves a gap which will be difficult to fill. At this time, however, our thoughts go particularly to his wife and family, to whom we offer our deepest sympathy in their tragic loss.

Travellers to TIENTSIN

by Jim Thurlby

Over the Pole we came. Via Tokyo and Hong Kong. Across Europe, Persia and around India. Through Moscow and Irkutsk. But one and all converging on the city of Peking, and then on to the sprawling industrial centre of Tientsin, 75 miles away, to show ICI goods to China!

It's a long way to go to sell things, but a Chinese proverb tells you that even the longest journey begins with but one step. This is not to say that the Tientsin exhibition is ICI's first step in trade with China. We have been trading with China for over 65 years and, in fact, the current representation of ICI in Chinese characters is simply a telescoped version of the name Brunner Mond.

But this ICI exhibition has been a "first" in more ways than one. It has been the first comprehensive Company effort to display our principal wares to the Chinese in the knowledge of their quickening interest in chemical products and processes. It has been the largest single Company exhibition ever in China and the largest single display ICI has ever staged.

Such a venture must necessarily be in the nature of an act of faith. And that faith may not pay high dividends for some years. But we have taken the first step of the long journey towards increased trade with the largest nation in the world—a vast nation of over 700,000,000 people, a nation that geographically would engulf Europe, the Mediterranean, a goodly part of North Africa, much of the Middle East and a lot of Russia, a nation that in its rapid industrialisation urgently needs to buy new products and to acquire new processes.

No one would be so naive as to suggest that there are not formidable difficulties to be encountered in marketing products to the Chinese. Their purchasing is all centralised through state organisations. Their bargaining is tough. If you can't meet their price you're out of the running.

But the encouraging fact is that we

have many things the Chinese want. The Tientsin exhibition was designed to underline heavily the value of many of these things to China's economy.

There is reason to believe that the message did not fall on stony ground and that the Herculean task of the advance party in fitting the 300-ton jigsaw together after its 10,000-mile journey from England was not in vain.

Indeed, the officials of the China Council for the Promotion of International Trade, the Government body which agreed to the Company staging the display, removed many obstacles to make our path smooth and invited 20,000 representatives of Chinese technical and commercial organisations from all over China to see the displays.

China is no less an enigma when you have visited it. The country and the people are as one—impassive—outwardly at any rate. Yet personal contact brought to all members of the ICI party frequently recurring evidence of warmth and charm and courtesy. The Chinese are indeed a most charming people, never happier than when they are playing host. They are easily moved to laughter, and at a convivial banquet the mask of impassivity is shattered for the evening.

We did not go to China to talk about international problems. We talked about China, her history, her current progress, ICI, what we had to sell, football, ping pong and, by no means least, Chinese food.

I think the Chairman put our mission most plainly when he spoke in Tientsin at a banquet given by ICI for the officials of CCPIT on the evening of the opening day of the exhibition. Sir Paul said: "We make no distinction whatever of country, race, religion, or political system, and I believe that our peaceful world-wide trading activities make a modest contribution to the improvement of international relations."

That night—the exhibition successfully opened, a tough and complicated job successfully accomplished by designers and assemblers—the ICI party of some hundred people grouped together in the old-world Tientsin Hotel far in the northern depths of China, must have felt like a group of British explorers who had pioneered a new trade route. Indeed, they may ultimately prove to have done something of the sort—their journey by no means so hazardous as that of Marco Polo, nor so long, but unusual even by today's standards of world-wide travel.

The Chairman complimented everybody who had taken part in the successful completion of the project *on time*—the designer, the constructors, the exhibition staff, and ICI (China), who had carried so much of the burden. He could have understood, he said, that there might have been excuses for delays in an operation of this magnitude at such a distance from base. None had been given because none were necessary.

Above all, he made it clear that on that night and in our forthcoming efforts we were not only carrying the flag for the Company, but were also carrying the flag for Britain, in seeking to develop trade with China 10,000 miles from home.

After this auspicious baptism, which, it is pleasing to record, was viewed with just as much enthusiasm from the Chinese side, the exhibition could scarcely fail to do its job. All the reports bear witness to the interest shown in the displays by the constantly changing relays of Chinese technical visitors and to the very keen attention paid to the forty lectures delivered by ICI personnel.

In due time we shall see whether the trade returns show that the decision to have so large an exhibition was justified. There is no doubt in my mind that they will. But one must not look for results overnight in China. Decisions in a centrally



Part of the 20,000 Chinese technical and commercial visitors who saw the exhibition



The combined ICI Fibres and Dyestuffs display



200 Scene on the Plastics stand. Whenever a technical demonstration began a large, interested crowd soon formed



Sir Paul Chambers with Mr. Li Chung-Yuan, Chairman, Tientsin Branch of the China Council for Promotion of International Trade, at the Plant Protection display

controlled economy sometimes take a long time, for they often have to be made on behalf of the whole or a very large part of that economy. Trade may seem to move slowly, but, sometimes and unexpectedly, it can break into a gallop. The Chinese buying organisations do not work in the dark. They like to see what is on offer. We have shown them what we have—in many spheres. We await some of their esteemed orders and are prepared to make the long pilgrimage to Peking as often as is necessary to get them.

One or two of us were fortunate enough to be in Peking at the time of the national celebrations which were held on 1st and 2nd October to mark the sixteenth anniversary of the birth of the People's Republic. We were invited not only to the great parade through the centre of Peking but also to a banquet which was attended by 5,000 people from eighty nations.

The banquet was held in the People's Cultural Palace, where the very size of halls, staircases and banquetting floors caused the visitor to catch his breath. We heard Premier Chou En Lai speak. The atmosphere was charged with high political fervour. Lights were raised and lowered, glittering on the chandeliers and glassware. Appropriate music greeted personalities. Chairman Mao Tse Tung entered to fervent applause. Finally, all

the members of the Central Committee, including the aged Madame Sun Yat Sen, together with prominent guests from other countries—Prince Sihanouk of Cambodia among them—stood upon a platform to receive rapturous applause from the body of the hall.

And the next day came the parade. For two hours we watched the widest, most colourful river of people flow past that it is ever likely to be our experience to see. How many were there? We guessed a million. But no one really knew. We asked an interpreter whom we thought might be near the mark. He thought for a moment. "About a million—or two million," he said earnestly.

Apart from the militia—young boys and girls with arms of various kinds—this was not a military display. It was a display by the people—highly organised, technically efficient, and by its very magnitude producing a spectacle which surely could not be matched anywhere else in the world.

Phalanxes of red flags; brass bands and pipe bands; clashing cymbals; the great slow-moving river of workers; the leaping currents of children making wide patterns of colour as they waved paper streamers; doves of peace, released to swirl above the crowds; the constant chanting of "Long live Chairman Mao" and other

slogans from thousands of throats; the roaring loudspeakers, great whirlpools of green and red and yellow and orange; balloons leaping skyward by the thousand; Buddhist monks; waves of undulating reapers; dancers sending great ripples of red and green silk across the enormous column; factories, computers, rockets, cars, cauliflowers, pigs—enormous tabloids; but above all the continuity of this great column of people, marching, ambling, running as the mass surged and swayed, shouting always, looking as they disappeared toward the western city—for they came out of the east—like vast floating fields of colour.

On and on the great river flowed until one's eyes ached and one's stock of superlatives had long been exhausted. That night there were the fireworks. These too formed a display which had been brought to a point of artistic perfection. For more than an hour crackers and rockets and spangles danced about the Peking sky. And—so it seemed—the whole populace danced around the People's Square.

From fireworks to fertilizers. From parades to polythene. They were all part of the same trip. And they are just as surely two aspects of the same nation—a nation with which we will be doing business on an increasing scale in the years to come.

Decimal currency in Australia

by J. McC. Lush

AUSTRALIA is to change to a decimal currency system on 14th February 1966. This follows South Africa's changeover in 1961, while New Zealand is to follow suit in June 1967. This will leave Great Britain as the only major country in the world retaining £ s. d. after that date.

As early as 1902 a Select Committee of the First Federal Parliament in Australia recommended that a decimal system of currency be introduced. Although the Committee's report was subsequently adopted and a further resolution urging the introduction was unanimously carried in 1904, it was not until 1959 that an official move was taken by the Commonwealth Government.

In 1960 a Decimal Currency Committee appointed by the Commonwealth Government reported in favour of the adoption of a decimal currency system for Australia.

On 7th April 1963 the Commonwealth Government announced that Australia would adopt a decimal system, and a Decimal Currency Board was formally established by the Currency Act which received the Royal Assent on 30th October 1963.

As was the case in South Africa and as it will be in New Zealand, Australia is to base its new currency on what is known as the 10s./cent system. The major Australian unit will be the dollar, equivalent in value to the present Australian 10s. The

minor unit, a cent, being one hundredth part of 10s., will be equivalent to 1·2d.

The Decimal Currency Committee, formed by the Commonwealth Government in 1959, spent nearly eighteen months on enquiries into all aspects of decimal currency. Five different decimal units were given serious consideration before the choice was narrowed to three, namely £1, 10s. and 8s. 4d. Each of these had its merits, but each also had disadvantages, so it became a matter of deciding which one of the three would best facilitate a transition from the present £ s. d. currency and at the same time offer long-term advantages. The Committee finally agreed unanimously on the 10s./cent system. While there are disadvantages with this unit as compared with the other two, there are certain advantages. These are: (i) that all existing coins of 6d. and over and all notes are freely interchangeable with the new currency (this is important when it is realised that 6d. coins are widely used in coin machines such as in public telephones, etc.), and (ii) that the new decimal system will provide a ready and visual association of values for amounts in particular up to about £5 during the transition period, i.e. 2s. becomes 20 cents and 3s. becomes 30 cents. For amounts involving pence it is easy to obtain a close approximation visually: 3s. 5d. is for instance very close to 35 cents, the nearest whole cent under the

Banking and Accounting Table being 34 cents.

Perhaps the most obvious system for a new decimal currency in Australia would have been a major unit of £1. The great disadvantage in this unit would be that a coin with a fractional denomination would undoubtedly have had to be introduced, as a one-hundredth part of £1, namely 2·4 pence, is obviously too large to be the lowest unit in retail transactions. Evidence submitted by the Decimal Currency Committee confirmed the Government's view that a fractional coin in the decimal system, although not unknown by any means, is an unnecessary and complicating factor, which is best avoided if possible. Accordingly no fractional coin is to be introduced with the new decimal system in Australia.

Another disadvantage with the £1 unit would be that there is no ready relationship between the amounts expressed in £ s. d. and \$c, i.e. 17s. 6d. would become 87½ cents. Sixpenny coins, also widely used in coin machines as previously stated, would have had to be replaced.

New Notes and Coins

Initially notes in four denominations, \$1, \$2, \$10 and \$20, are to be issued from 14th February which is to be known as Changeover or C-day, and these will basically be in the colours of the existing £ s. d. notes, namely \$1=10s. (brown), \$2=£1 (green), \$10=£5 (blue) and

\$20=£10 (red). It is understood that a \$5 note may be issued after the expiration of the transition period when all existing £ s. d. currency will have ceased to be in circulation.

Six new decimal coins will come into circulation on "C-day." There will be one silver coin, a 50 cent piece, which will have an equivalent value and be freely interchangeable with existing coins to the value of 5s. The new coins for 20 cents, 10 cents and 5 cents will be of cupronickel and will be the same weight, and for all practicable purposes the same size, as the existing 2s., 1s. and 6d. coins respectively. These will be freely interchangeable with the £ s. d. coins of equivalent value. The remaining two coins—1 cent and 2 cents—will be of bronze and will not be interchangeable with any £ s. d. coin, 1 cent being equivalent to 1·2d. and 2 cents being equivalent to 2·4d. These two new bronze coins are much smaller and lighter in weight than the existing Australian penny and half-penny.

Changeover Day (C-day) and the Transition Period

The official changeover date to decimal currency in Australia, as has been said, will be Monday, 14th February 1966. From that date banks are the only organisations that will be required by law to change to decimal operation, but the indications are that most Government

CHART 3 UNITS OF AUSTRALIAN DECIMAL CURRENCY

Major unit - The dollar \$1
Minor unit - A cent - $\frac{1}{100}$ th part of \$1
\$1 = 10/- = 120d
∴ 1 cent = 1·2d

Final consideration given to basing major decimal unit on £1, 10/-, 8/4
Less disadvantages with £1 unit.
Main advantages 10/- unit:

- * All existing coins of 6d and over and existing notes freely interchangeable with new currency.
- * New decimal system provides ready association, during transition period, of amounts up to £5.
- * Closer approximation of pence to cents than £1 unit.

Mr E. J. Reilly, Chief Education Officer of ICIANZ, lecturing on the new system

Plaster models for the making of the coin dies



1 cent - Feather-tail glider



2 cents - Frill-necked lizard



5 cents - Spiny ant-eater



10 cents - Lyre bird



20 cents - Platypus



50 cents - Coat of arms

offices and the larger business organisations—including ICIANZ—are to make the changeover from this date. During the transition period, which is expected to be from eighteen months to two years from "C-day," until such time as all monetary machines have been converted for decimal operation, shops and businesses will have the option of operating either as a decimal house or an £ s. d. house. This means that all £ s. d. and decimal notes and coins that are freely interchangeable will be acceptable anywhere, but the one and two cent decimal coins and the three £ s. d. coins (threepence, penny and halfpenny) will not be acceptable in an £ s. d. or decimal shop respectively unless made up in multiples of five cents or sixpence as the case may be.

Where decimal operation is chosen, that is to say goods or services are valued in \$c and not £ s. d., threepenny pieces, pennies and halfpennies must be tendered in multiples of 6d., equivalent in value to five cents, so that the exact decimal change in cents, and not in pence, can be given.

During this transition period, where shops and businesses are continuing to operate in £ s. d., one cent and two cent coins will only be accepted in five cent lots (equivalent in value to sixpence), and if change has to be given it will be in pence, not cents.

The key to decimal currency reform in any highly mechanised country such as Australia is in the conversion of monetary machines for decimal operation. An estimated 500,000 such machines comprising cash registers, adding and accounting machines, franking machines, computing scales, petrol pumps, taxi meters, etc., will have to be converted from £ s. d. operation, and the transition period from "C-day" onwards will depend on the time that will be necessary to convert these machines so that all businesses, shops, etc., will be able to work in the new currency.

Conversion Tables and Notation in Decimal Currency

The Decimal Currency Board has issued three sets of conversion tables. The Banking and Accounting Table converts £ s. d. amounts expressed in pence to decimal currency amounts expressed in whole cents and will be used, as implied, for banking and accounting

transactions, where pence fractions are disregarded. The Exact Equivalents Table shows the relationship between £ s. d. and \$c as prescribed in the Currency Act 1963, namely that £1 = \$2, 1s. = 10 cents and 1d. = five-sixths of a cent. This table is to be used where it is necessary to obtain exact equivalents in decimal currency of amounts expressed in £ s. d., for example where rates and unit prices are expressed in £ s. d. in agreements between contracting parties.

ICIANZ and Decimal Currency

In February 1965, exactly twelve months before the programmed changeover date, it was apparent that much forward planning within ICIANZ would be necessary for the successful changeover to the new currency. Accordingly an ICIANZ Decimal Currency Committee was appointed under the chairmanship of the Finance Director, and four advisory sub-committees were subsequently formed to look into such aspects as printing and stationery, office machines, financial and accounting procedures, wages and costing, as well as publicity and education. The ICIANZ Decimal Currency Committee was of the opinion that the most appropriate date for the internal conversion to decimal currency would be from the beginning of the Company's financial year in which decimal currency is to be introduced into Australia, and this opinion was subsequently confirmed by all four advisory sub-committees. In May the ICIANZ Board confirmed the Finance Committee's recommendation that for internal purposes ICIANZ convert to decimal currency from 1st October 1965. One of the reasons for the ICIANZ Decimal Currency Committee's recommendation that company sales statistics, financial reports, expenditure proposals, etc., should be expressed in dollars from this date was to initiate as many people as possible into thinking in terms of dollars and cents and so to assist in the actual introduction of the new currency next February. Obviously if any confusion is to arise with the introduction of the new currency system it will be in the early part of the transition period immediately following "C-day," and it is hoped that ICIANZ personnel will by then have largely overcome these problems.

Although the Company's internal records will have been expressed in dollars

since 1st October, all actual monetary transactions will be in £ s. d. up to 14th February 1966, as this is the only currency in use up to that time.

Machine Conversion

One of the most important aspects so far as the Company was concerned involved the conversion of its monetary machines. In 1964 the Commonwealth Treasurer announced that the Government would in certain cases provide some financial assistance for the conversion of cash registers, adding machines and accounting machines for decimal operation. These types of machines used within the Company were registered with the Decimal Currency Board and have been allocated to a Category—A, B or C—according to age. Category A machines (adding machines installed after 1st January 1965, accounting machines installed after 1st January 1958, and cash registers installed after 1st January 1952) will be converted for decimal operation at Government expense. Category B machines will be converted with proportionate compensation to be paid by the Government. No Government compensation will be paid for the conversion of Category C machines, the oldest.

Machine conversion will be carried out by zones which have been established within each State of the Commonwealth and will proceed zone by zone during the estimated eighteen months to two-year period. Obviously, with the large number of ICIANZ manufacturing and administrative centres located throughout Australia, especially within the States of Victoria and New South Wales, where the main activities are centred, the conversion operation will not be achieved at one time. In some instances full machine conversion cannot be effected for a considerable period after "C-day." This is of little significance with adding machines, which can in fact be used for decimals. Accounting machines, however, have to be converted in order to start operating, as required, from "C-day." Several new decimal machines have had to be ordered for installation prior to "C-day," and in other cases temporary conversion has been effected.

Publicity and Education

Much detailed planning was given by the Publicity and Education Advisory Sub-Committee to the training of Company

ICIANZ prepares for C-day DECIMAL TRAINING TO BEGIN FOR 3000 STAFF



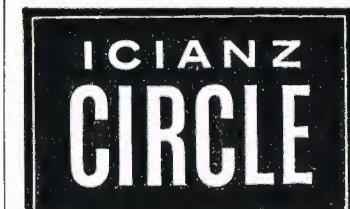
Erection of the coke regeneration tower at the Ammonia Company of Queensland's Pinkenba plant changes the Brisbane skyline. In foreground are (from left) Maurie Ward, ICIANZ construction engineer, Kelvin Potts, of Davy-Ashmore, and Allan Taylor, Davy-Ashmore.
See Story Page 8.

ALL staff members of the ICIANZ organization will have started to deal and think in dollars and cents before the end of this month.

During September, staff, totalling nearly 3,000, will attend an hour-long training session on decimal currency.

Although the gazetted change to decimals (C-day) does not occur until February 14, 1966, ICIANZ will begin using dollars and cents for all internal accounting from the first of next month — the beginning of the ICIANZ financial year.

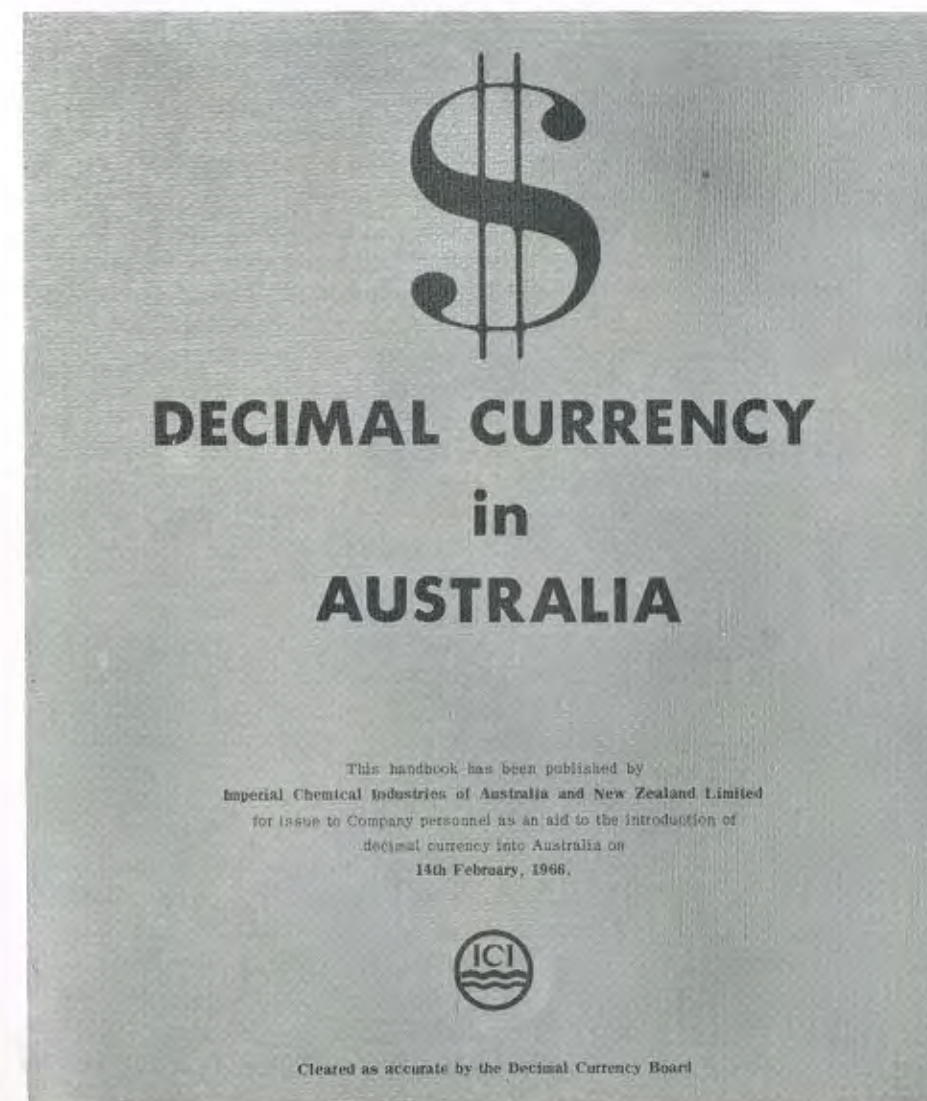
The training sessions are to prepare staff for this introduction of decimal accounting and to provide



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GROUP AND STAFF CHANGES

Advance information in the ICIANZ newspaper



personnel for the change to decimal currency. In addition to all members of the staff being issued with a handbook "Decimal Currency in Australia," which was published by ICIANZ, staff were also required to attend a training lecture during September 1965. Prior to "C-day," all employees, staff and payroll, will have been issued with two Decimal Currency Board pamphlets, "Australia's Decimal Coins" and "£\$ Conversion Tables." In all, some fifty selected Company personnel were appointed to conduct training sessions for approximately 3000 members of the staff in fourteen training areas throughout Australia.

In ICIANZ we feel confident that no insuperable problems lie ahead on 14th February 1966 and beyond, thanks to the forward planning and acclimatisation that has been done; but anybody who has struggled with giving and getting change in a foreign currency when making a holiday or business trip abroad will have a realisation of the extent of the adjustment in thought and habits which Australians will be making next February. After all, it may be your turn next!

Title page of a special explanatory booklet (left) prepared by ICIANZ for its employees



Memories of an old salt seller

by R. B. Shuff

As one gets old, the happenings of past years become all the more vivid in one's mind. In September 1903 I started travelling for the Salt Union (taken over by ICI in 1938), with a salary of twenty shillings a week plus commission. I was twenty-one at the time and had previously been employed by a firm making cash tills. With them I had acquired a fair knowledge of selling and a wage of £1 a week (paid by a golden sovereign) in exchange for duties as office-boy-cum-manager in a small office in Cheapside.

I started travelling the area near and around the City, and well remember buying my first order book: it cost me 2d. from a shop in Ludgate Hill. My samples were two packets of Finks Table Salt—a penny and a halfpenny one—which I transported in a cardboard box. My relatives gave me no more than six months in such a "killing" job. My first order was for two cases of penny Fink salt, worth 7s. 4d., and my first week's commission was 15s. After six months I was given an area around the outskirts of London. My radius had increased to about ten miles. From then onwards I began to feel my feet, and it was not long before I was picking up about £3 a week. In those days a packet of table salt was a new venture, as most grocers used to cut up their own salt. This showed them a very good profit, though perhaps they did not consider the cost of labour. Their profit was considerably less on our factory-packed salt, and it was therefore tough trying to get them to see our side of the situation. However, I seemed to make the progress expected of me, and later took over the south-east coast area. Here I found traders who considered our packages to be a form of monopoly, and preferred the old method of handling salt.

In 1911 I was appointed senior traveller to the Midlands and Eastern Counties, most of which ground I held until my retirement in 1946. In 1925 I was one of the few Salt Union travellers to be supplied with a car—but more of this later. I found my new area very different from the South, and I had the problem of adequately filling my predecessor's place. He had nursed the area for many years before having to retire because of ill health. There were customers of all kinds. Many could not write; they bought bar salt to hawk around the district. Others were very fussy characters. Two

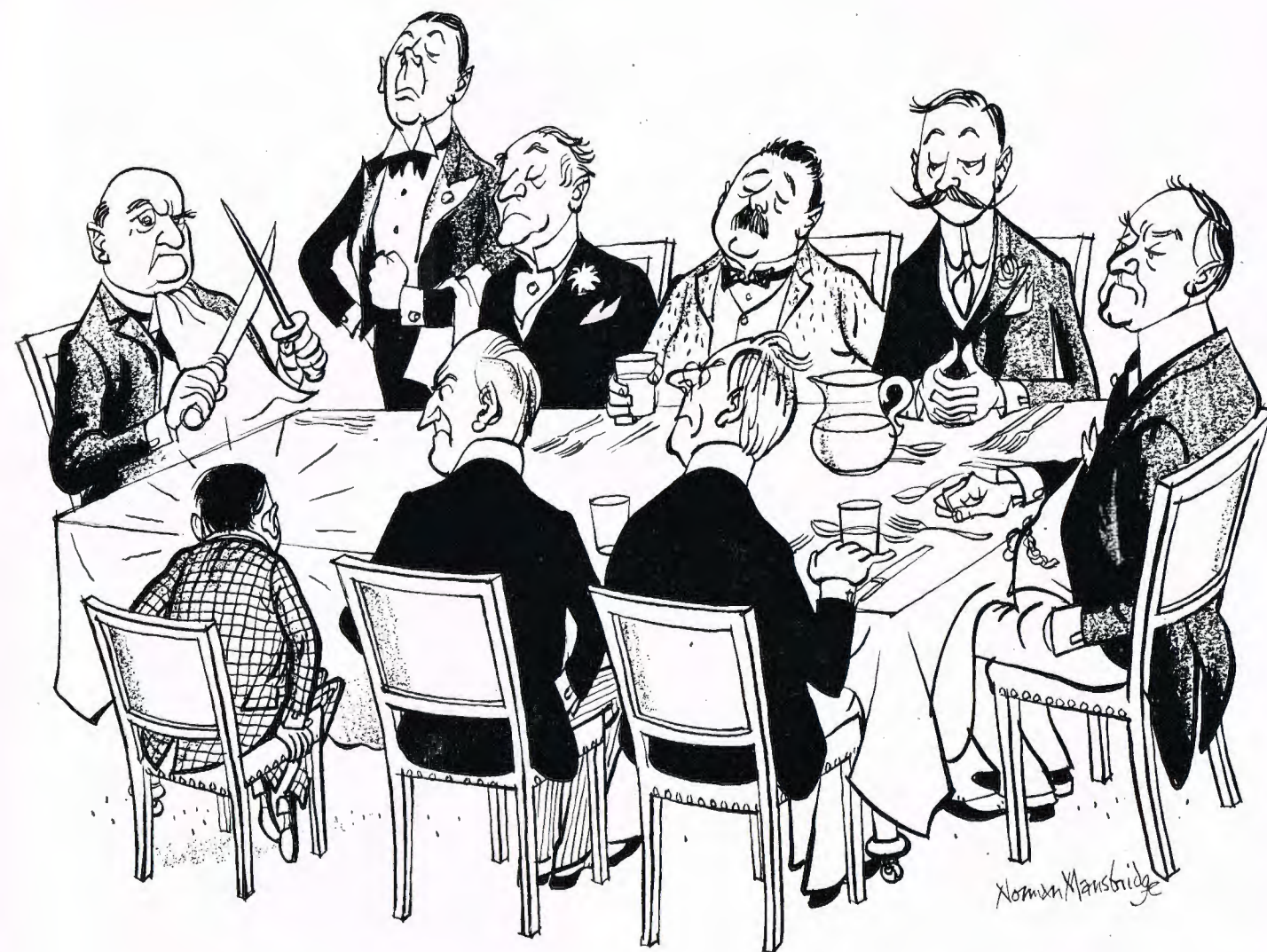
or three of my new customers were bordering on a hundred years old. One very old gentleman, I remember, in Lincolnshire had been a friend of Tennyson. Such was the spectrum of my customers. However, as I was fond of meeting folk I got on very well and was thankful for what little tact and diplomacy I might be blessed with.

In pre-car days rail was the principal means of transport, and I often wonder now how I managed to get in and out of towns and keep my itinerary, for the railways did not go everywhere. I often got lifts in various horse-drawn vehicles—farm carts, empty after the autumn muck spreading, and once in a hearse (unoccupied, of course!). There was no thumbing a lift in those days. Occasionally I had to hire a dogcart. This was usually necessary when I had to call on a sanitary pipe works in Derbyshire and on customers in the remote parts of Lincolnshire.

I acquired the peculiar habit of breaking off small bits of salt when talking to customers. This may have been why I enjoyed good health all the time I served two excellent companies. On looking around now and occasionally visiting the old areas I am sure that travelling is not the same as it was in my day. Then one made such good friends and for so long, thus keeping their accounts open with the Company. Perhaps the pace on the road today requires men of a different stamina from those of my day—bless them!

Another memory of my early travelling days is of the strict behaviour laws among us, when our hotel decorum was very much in the hands of the senior traveller present. He automatically became the chairman or president of the lunch table, from which height he was a real despot to us youngsters. Indeed, hotel life then was vastly different. Most of us young men preferred the small temperance hotels, where it was possible to get—imagine today!—dinner, bed and breakfast for 8s., and this usually meant double portions of food. Some were outstanding for comfort and novelty.

I remember one kept by a motherly old soul who stipulated that you must read the Bible which was in the bedroom when you went to bed. In fact most commercial hotels supplied Bibles, through a Christian branch of the Commercial Travellers Association. There were no outside entertainments in those days, although I do remember seeing a small



Hotel decorum was in the hands of the senior traveller present

"moving picture" showing incidents of the Boer War.

So the evenings were spent indoors, and in the commercial room one would always find a row of carpet slippers for the weary feet, and when it was bedtime up you went with a candle, as electric light was a luxury: in fact much like Dickens' description in some of his novels.

Much reading was done then, especially if you were lucky enough to grab a well-worn easy chair—usually claimed by an old bearded, top-hatted gentleman of the sort which even then was fast-disappearing.

In the early days of my country travelling the newspaper was the only source of news, and then one had not the time to sit over breakfast and study the headlines, otherwise I would not have arrived at the

town of Epsom in ignorance of the fact that it was Derby Day! A fruitless journey.

Did the reader know that beetles (not the Merseyside type!) were fond of salt? I was taking lunch at an hotel in Nottinghamshire when one of the diners complained that the salt in the old open salt cellar tasted and smelt of beetles. The head waiter answered that he had been told that the salt in the store-room had been found to be tunnelled by beetles! Thanks now for modern methods.

Apart from the many pleasantnesses of forty years on the road there were occasional jolts that did not produce a smile. Once when completing a day's journey—pleased perhaps with a good day and driving a practically new car—a cow suddenly rushed out of a side lane and hit

me square for six, smashing the radiator, bonnet and headlamps and putting a damper on the end of a perfect day.

Shortly after the second world war broke out, part of my East Anglian area was taken over by Northern Region. I had therefore ringed in red on my only map the towns that I had to give up. One day I was stopped by Military Police for my identification. I think when they saw my name they thought I was German, and when they found my map they tore it up, telling me not to carry any more if I wanted to stay out of trouble.

Finally, during one very severe winter I had to stop my car because of a frozen radiator. Shortly a hearse pulled up with the same trouble. After I had rubbed my hands with cold and had remarked on how bitter it was, the driver pointed to his vehicle and exclaimed: "Ah, well, I bet we ain't as cold as the bloke we got in there!" A remark to chill one to the very marrow!

Loch Fyne Herring

by Harry Hutchison

Paintings by John Halliday

THE herring in Scotland—and for all I know in all other parts where it is fished—is more than cheap food from the sea. For many centuries its pursuit has been a way of life, and only those with small taste for history can despise the fish, because the story of herring fishing is a saga, savage with tragedy, ennobled by courage, haunted by superstitions. Men who chased herring in small boats must always have read the omens and placated the furies of the sea.

So the hungry man glancing at herring with disdain is unworthy of too much respect. His palate, and nose down which he looks, have been confused by the pressures of public opinion. Although herring are cheap, that is not a good reason for despising them. They are also delicious.

"Fresh herring! Loch Fyne herring!" the fishwives would cry when I was a boy, and on such evenings my ageing grandfather could scarcely command patience to await high tea. His preference was for three large herring fried in oatmeal—

Herring Rob Roy is the name of the dish today.

"Fit for a king," he would say, looking round the table to quell any contradiction, "but a poor man can afford them. Three is a meal for a hungry man and one makes a boy grow strong. Eat it up, and watch the bones."

Is there a magic number when herring are being eaten, and is that number three? In the very early summer of this year I sat above Loch Tarbert as the herring boats came in from Loch Fyne to calm water. Even today when a herring fleet makes its home port there is a sense of deliverance, although new vessels, new equipment and new methods have taken away the menace that haunted the lives of fishermen and their wives last century and earlier. Each boat as it made for the quayside at Tarbert trailed over its stern a smoke of noisy gulls.

"Plenty of fish, I think. A good catch," said the man beside me, whose years prevented him from sailing with the herring boats. "I've had my day in older

Unloading the catch at Tarbert

Tarbert in sailing days



boats than these. But the fish is as good as ever. Herring for my dinner, fresh from Loch Fyne. What could be better?"

Yet he confessed that herring eaten at his own table lacked the splendid satisfactions that came when fishermen were hungry and did some simple cookery aboard. "There is no finer dish to satisfy," he said, "than three Glasgow Magistrates cooked in their own water with a handful of salt added." And hastily he explained that the Glasgow Magistrate was the name given in Tarbert to the big plump herring that brought the most handsome price. "Herring about as big as the salmon you see in their coat of arms." Not everyone has the chance to eat fish as fresh as that, and among those who do the appreciation can be muted. One fisherman's boy returned from his first night with the boats. How had the long cool hours of night been passed? "First it was tea and fish," he said. "Later it was fish and tea, then it was just tea, and I'm hungry for something else."

They say that from the safe haven of East Loch Tarbert, nearly landlocked and sheltered from the storms that can agitate the greater waters of Loch Fyne itself and the Firth of Clyde, men have fished herring for a thousand years. This may be so, and the Vikings, of whom there were many around Kintyre and the Firth of Clyde, may have savoured the plentiful delicacy from Loch Fyne. It is certain that many centuries ago Dutch traders came to Tarbert bartering goods for herring, which they salted. Towards the end of the eighteenth century, when the Statistical Account of Scotland was published, the clergymen in the parishes that held the village of Tarbert and Loch Fyne were writing of a renowned product that they need not praise too much because the knowledge must be in every reader's mind.

With holds full the fishermen turn for home, and it is this thanksgiving sight, as boats brilliant with orange nets and floats on deck enter the harbour, that pulls some early visitors to the quay. There the catches are unloaded and quickly bought, packed in ice for transport by road to the nearer markets. There is a contrast in this manner of distribution with what was done some 70 or 80 years ago. Then the Tarbert fleet had 68 skiffs of 25 ft. keel and 9 ft. beam, fitted with brown jib sails and lug sails, with four oars as the auxiliary

Dispersed in Loch Fyne the fleet made a splendid spectacle, rendered emphatic by the small single-screw steamers that followed the fishing boats, buying by instant bargaining and transhipping the catches as they were taken. When the small steamers had enough in their holds they made off quickly to Glasgow, where the first in got the best prices for yet another day's fresh Loch Fyne herring.

One historian of the herring writes about the play of the shoals, and the skilful man who rattled the anchor chain to frighten the sporting fish and watched "for the rush of the startled herring through the burning waters, which become increasingly resplendent in the deepening darkness." This is romantic. The echo-sounding gear is less poetic, more sure, better for the bank balance of the fishermen.

Such waters are not and were not always tempest-free, even in July, August and September. Now when the winds rise and a quick storm threshes the sea, engines do better than men, however strong their arms and brave their spirits. The life last century was more stressful. Although men in their youth and early middle age were "robust, broad-shouldered, deep-chested, fresh-complexioned and well featured," it was unusual for them to attain 70 years and there were "few grey heads." This was attributed to the damp, the exposure, and the enormous exertions of rowing the heavy skiffs against the wind and waves. These conditions have altered.

The cleric whose interest was mostly in Tarbert extolled the fishermen in unequivocal terms which do not quite fit the stern nature of their calling. "The people," he wrote, "are in general mild and docile, punctual in their observance of religious ordinances and regular in their lives." These men and women were so honest and devoted that he doubted whether any other parish in Scotland had "so long a list of people, with so few instances of crime." About this time there were some hundreds of small fishing vessels, each with four men.

Today there are merely a dozen boats, but their killing power is much greater. About a hundred men are employed afloat and ashore in this prosperous, compact and specialised branch of the herring fishing industry. These are sturdy, independent men, lean, fresh-faced from wind and weather; confident men who are supported by the tradition and folk-

lore of their centuries-old occupation. But theirs are not the methods of the past: they have new skills and new competence born from the application of science.

With echo-sounding gear, navigational aids and short-wave radio, they go with greater certainty to where the herring are shoaling. The electronic probes listen and succeed far more frequently than did the human ear before. Their diesel-engined boats give them power to meet and battle with the storm, and they can operate better on weather warnings than on the interpretation of the sky, however experienced the skipper may have been who once read the signs.

Some things, however, have not changed—among them the supreme experience of being afloat at night in the waters of Loch Fyne or in Kilbrennan Sound between the north-west coast of Arran and the Mull of Kintyre. On summer evenings light never dies from the sky, and to the north there is a warm glow that follows the path of the sun from setting until it rises again. The reflections from that sky—the afterglow—are caught and transformed on the surface of the calm sea as the boats are at station awaiting their moment. These boats, fishing with ring nets, operate in pairs, one boat throwing the net to encircle a shoal, and the other moving with a tow line to close the trap. The line is winched, but when the bulging net is brought alongside the fishermen pull it aboard by hand—their catch a shimmering tumult of flashing silver.

With catches landed the fishermen breakfast, then return to prepare their boats for the evening's work. While some wash the holds others appear relaxed as they ply their netting needles. It is a scene of high colour, the fishermen in their navy blue jerseys, some gloriously hand-knitted, handling the bright orange 'Ulstron' netting. "Wonderful stuff, this," one of them told me. "It's strong, lasting, and catches the fish." Meanwhile they will talk of football, the radio and, above all, where the herring shoals will be best, in Loch Fyne, off Arran or in Kilbrennan Sound. Although mostly they fish near the home port, they must follow the shoals. In recent years fishing has been good, but the older men have biting recollections of lean years when the shoals disappeared and none could guess where they had gone. Distress



Early morning. The herring boats return

and poverty eroded their independence. Now with scientific aids and better boats representing capital investment of between £15,000 to £20,000, these fears have receded.

The boxes of the "silver darlings" from Loch Fyne enrich the fishmongers' windows in the west of Scotland. In

Tarbert itself another herring delicacy is on sale. One morning I called in a Tarbert shop. "Have you any kippers?" I asked, "I'm going home on Saturday." "Yes," said the girl, "They're kippering some of the fresh catch now. Call on Saturday morning."

I collected five pairs to take home, at

rod, a pair, a transaction that was too modest by far. These were plump kippers lightly smoked with oak chips. When grilled under butter they gave a meal for four of tantalising delicacy. Tantalising because they vanished so quickly, leaving only the recollection of sweet and flavoursome delight.

COPS & ROBBERS

by Anthony Parker

I HAVE often wondered if there are many people who, like myself, have at some time or other witnessed an event and afterwards found, whenever they have tried to recount it to anyone, that all they received in return were dubious and sometimes openly disbelieving looks and comments.

Such an experience happened to me some thirteen years ago, when I was a teenager with an interest in collecting birds' eggs and birdwatching. At the time I was living in Buxton, Derbyshire. Quite close to my home there were a number of dales, some of which proved of interest to me while some did not; but in all of them bird life was in abundance, if you knew where and when to look.

There were seven such dales in all—the third dale to which one came was always my favourite. For my money this valley had everything: steep rocks, large, leafy bushes, shady bunkers, and trees of nearly every description. In other words, a bird's and birdwatcher's paradise. Bird life of many species gathered here all the year round. Wood pigeon and blackbird, curlew and song thrush, and many others besides. Indeed, I often thought of this dale as being more like a bird sanctuary than ordinary country, and so it might have been had there been a warden to watch over it.

Of our many school holidays, one stands out in my mind, and that was when I was making observations on a meadow pipit's nest. I had discovered the nest in a banking underneath a medium-size rock, and it contained four eggs. On this particular morning I had made my daily call at the nest to see if all was well and that it was still occupied. When I arrived the parent

were still warm. As I turned away I heard the sound of a nearby cuckoo. The bird was perched high in a sycamore tree on the opposite side of the dale.

Something prompted me to get out of sight, so I climbed to the other side of a low limestone wall and kept observation.

After about five minutes or so the cuckoo made a move. It flew from its tree and descended slowly towards the pipit's nest, landing on the ground about five feet from the nest and about ten feet from where I was watching. After what I can only describe as a few furtive glances, the cuckoo flew to the nest, sat on it, and a few minutes later flew away with an egg in its beak. As it flew towards the other side of the dale it dropped the egg, which smashed on hitting the ground. The cuckoo then took up its original position in the branches of the sycamore tree.

After witnessing these things I climbed back over the wall and returned to the nest. Inside were four eggs. Three of them were the same size and colour, but the fourth was slightly larger and a shade lighter than the other three. The difference was so slight that it deceived the parent pipit, for in the weeks to come when I made calls at the nest there were always four young chicks present, right up to the time when they took to the air.

Since then, when I have talked or thought about the incident, my regret has been that I did not have a cine camera to record what I saw on film. Because when you come to think of it, to say that you have seen with your own eyes a thing like this actually happen must leave room for speculation in the minds of listeners, for though we read constantly in the papers the most daring of daylight robberies, few of us have actually seen



Reproduced from a painting by Maurice Wilson

one take place, and fewer still one committed by a cuckoo.

And now from this example of hideously anti-social behaviour I turn to instances that would better please a moralist.

During our school holidays I had the good fortune to witness many pleasant happenings while birdwatching. I remember discovering a neat little hair-lined nest in a hawthorn bush one day. The bush was very small indeed and stood no higher than three feet, but what it lacked in height it gained in substance, because it was just one mass of small, thorn-covered twigs. All the time the bush was bare of leaves, so it was possible to look directly into the nest: it was empty. The following day, however, there was a solitary egg within. I detected by its colour that this was the home of a mistle thrush. The next day there were two eggs. Each day that I called there was an additional egg until there were four in all.

One thing was certain, no one would rob this little bird's nest, for I often wondered how the bird itself managed to reach its home on account of the density of the bush. It did, however, and successfully reared its young.

At the end of the seventh dale the River Wye ran alongside the A6 road to Derby. One particular day I was walking along the river banks when I saw protruding into the water a large bush that had been broken off one of the many trees. The bush was firmly lodged in the mud and stone of the bed of the river and it proved to be an ideal nesting place for a moorhen, for there in the midst of its branches was a nest containing three eggs. This nest also proved out of reach of trespassers, for the bough in which it was lodged stuck out about eight feet towards the centre of the river, making it very difficult to

reach. Needless to say, the brood was reared there with the utmost assurance.

Once, while assisting a farmer friend of mine during the haymaking season, I found a swallow's nest in one of his hay barns. It was hopeless trying to reach it, for it was slung to the underside of one of the beams at the highest point of the roof, and at that time we had not started storing hay in the barn. When the time at length came for this the swallows were very active and obviously objected to our presence, but they seemed to know that we would not reach their nest and knew that their eggs were safe, which in fact they were.

To give an idea of the size of this barn, we unloaded twenty-five carts of hay, and yet the level only rose about three feet from the floor. When we did finally reach the roof the eggs had hatched and there were found young chicks in the nest. A week later the birds had flown. I have since been told by my friend that the same nest continues to be used every year by the swallows.

There have been occasions when I have not been the only one who has taken an interest in a nest. I once found the nest of a chaffinch in a hedgerow. It was beautifully made, mainly of grass and moss, and lined with what appeared to be spiders' webs. There were five eggs within. On the following day when I went to the nest I found it has been completely destroyed, the remains of the eggs lying scattered in the roadway—the work of children or of vandals. Happily, I did not encounter many such incidents and had the satisfaction of seeing several families of birds raised and of being the privileged as well as the sympathetic spectator of their upbringing.

"TOYLAND FAIR" *Adelaide Christmas pageant*

